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### To Investigate the Relationship between Quality of Work Life and Employee's Organizational Commitment in the Governmental Agencies Iran

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#### A B S T R A C T

The aim of this study was to determine the relationship between Quality of Work Life (QWL) and organizational commitment. This study was a correlative survey. 92 subjects among the department of education employees of Marivan were selected through Morgan's table. Data were collected using two questionnaires. QWL Questionnaire of Richard Walton and organizational commitment questionnaire Meyer & Allen. The ideas of a group of experts were looked for in order to determine the validity of the questionnaire. Reliability of the questionnaires using Cronbach's alpha method was questionnaire of QWL was 0.722 and for organizational commitment questionnaire was 0.836. To test the questions Pearson correlation, linear regression and Friedman's test were run. Results showed that there was a positive and direct correlation between quality of work life factors and organizational commitment. In other words, as the quality of life of the employees increases, their organizational commitment improves. In addition, it was shown that factors such as fair and sufficient payments, and social dependence of work life obtained the highest scores among the factors of quality of work life.

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**Keywords:** Quality of Work Life, organizational commitment, Department of Education.

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#### INTRODUCTION

Today, considering employees as the biggest and most important assets of an organization is a phenomenon that has highly grown over the past two decades. The movement, as a number of other management efficient movements, has also high efficiency and use, and now it has come across industrial and advanced countries in the world and caused the principles of working with employees experiencing a dramatic development. Today a new process that causes the importance of human resources management and dealing with issues related to the employees in the organization is the role and purpose of this strategic source as one of the factors to provide comprehensive quality and efficiency in the state

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trading organizations, and ultimately it's a main infrastructure of economic, social and cultural development<sup>1</sup>.

Optimal use of human resources relies on actions that are served to preserve and protect the body and soul of employees of the organization. The actions that are generally called as quality of work life have been considered today as a global concept in the field of human resource management and organizational development and its provision and promotion is the main key to management success in any organization, it's also taken into account by the organization's senior executives as one of organizational improvement strategies. Now the industrial, commercial and even service organizations are more and more tend to enhance their specialized ability, satisfaction and human resources interest to increase their level of productivity, and they have related the productivity by improving it to the quality of work life<sup>2</sup>.

This may be due to the standardizing of the level of life, increase of information and awareness of manpower in an overall scale and creation of changes in employees' interests and preferences. Employees are seeking opportunities to demonstrate their abilities during performing tasks and provision of their job satisfaction. Efficiency and development of any organization largely depends on the correct application of manpower<sup>3</sup>. Also Organizational commitment is an issue of prime importance, especially to the management and owners of the organizations.

Organizational commitment has a strong relation with the employee behavior. If an employee is committed to an organization, it would reduce the chances or occurrences of absenteeism and turnover<sup>1</sup>. Commitment refers to an employee's willingness to work positively in an organization and his continuance to work for it<sup>4</sup>.

Organizational commitment is one of the basic concepts describing the relationship between an employee and an organization. Along with such concepts as work commitment and job satisfaction it has been one of the leading research subjects for over 30 years. The researchers' great interest in the construction of organizational commitment is a result of its role in individuals' functioning in the place of work. For example, there are numerous arguments that strongly committed employees work more and have better results than those with lower level of commitment<sup>5</sup>.

As the success of an organization may depend on how its employees get committed to it, understanding which factors determine commitment development and what keeps it on the same level seems to be particularly important.

### **The research importance and necessity**

Commitment is a future agreement to perform a particular task at particular time under certain circumstances. The employee's behavior and belief toward an organization is considered an element of organizational commitment. It is explored that organizational commitment is depicted when employees become creative at work, sincere with duty, and committed to the assigned tasks<sup>6, 7</sup>. Organizational

Commitment (OC) has been a popular topic of research in organizational behavior<sup>8</sup>. OC refers to the strength of an employee's involvement in and identification with the organization<sup>9</sup>. Allen and Meyer<sup>8</sup> define OC as a psychological condition that relates the criteria in the employee relationship in the organization and the implications on the decision to remain in the organization. This means that committed employee will remain in the organization as compared to non-committed employee. Caldwell<sup>10</sup> suggests that OC is largely determined by the rewards offered by the organization, particularly financial rewards. Allen and Meyer<sup>11</sup> conceptualized OC in terms of three distinct dimensions: affective, continuance and normative.

Quality of Work Life in an organization is essential for the smooth running and success of its employees. The work-life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. The Quality of Work Life can affect such things as employees 'timings, his or her work output, his or her available leaves, etc. Quality of Work Life helps the employees to feel secure and like they are being thought of and cared for by the organization in which they work. Quality of work life indicates a proper balance both in work and personal life which also ensure organizational productivity, employee's job satisfaction and organizational commitment.

Considering the importance of quality of work life for employees and the importance of commitment to the organization the aim of this study was to investigate the relationship between quality of work life and organizational commitment in one of the government offices Iran.

### **Research theoretical basics**

#### **Quality of Work Life (QWL)**

The term of QWL has become popular in recent years, but there is little agreement about its meaning. There is at least three common use of the term. First, the quality of work life refers to a set of results for employees such as job satisfaction, psychological growth opportunities, job security, good relations between employers and employees and the low rate of accidents. Perhaps this is the most common use of the term. Second, the quality of work life also refers to a set of tasks or organizational functions such as participatory management, job enrichment, payment system that will encourage good practice, employment guarantee and secure working conditions. Finally, the quality of work life often refers to an organizational change program<sup>10</sup>.

Richard Walton in 1973 in an analysis of the quality of work life considers eight main variables as the objective of improving the quality of work life. An important point that should be noted is that all of these variables are correlated with each other. These variables are:

- Fair and adequate payment: it means equal payment for equal work, as well as payments appropriateness with employees' criteria and its suitability with other types of work. The fair and adequate service compensation means to

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pay salary to the organization employees, from which inter-organizational and intra-organizational equality can be inferred and employees not to feel the loss when comparing themselves with others in the same level both within and outside the organization.

- Safe and healthy workplace: it means to physically create safe working conditions, as well as to determine reasonable working hours. The workplace should also reduce the effects of pollution which can adversely affect the physical and mental condition of employees in the workplace. In other words, work safety and health, establish reasonable working hours and physical working conditions include physical and safe working conditions having minimal risk and establishing age for limitations for employment.
- Provide opportunities for persistent growth and security: it means to provide a condition to improve individual abilities, opportunities for advancement and opportunities to apply acquired skills and provide income and employment security. This is provided by improving individual abilities, advancement opportunities, job security and income security and assurance of stable employment.
- Legalism in the organization of work: it means to provide the condition of freedom of expression and without fear of higher position revenge and higher authority influence than human authority. This variable is addressed in the form of hope observing the fairness and efficacy in a job promotion, freedom of speech (a right to express opposing views of the head in the organization without any fear from him) reserved the right to respond to all issues including the allocation of wages, rewards, job security and assurance of the absence of discrimination on gender, ethnicity, religion and belief.
- Social dependence of work life: it refers to how employees perceive (understand) the organization's social responsibility. There have been many topics about the social dependence of work life. Thus, the useful social roles of organization and the effects of social damage and its activities have been increasingly the main problems of the employees. Accordingly, it is maintained that organizations that do not feel their social responsibility will provide the causes of despising the value of employees' work and profession that is a basis for their need of self-esteem. However, the relative amount of consumers' confidence in the manufactured product, the product variety with competitive price and good quality are of the other items positively affecting the issue.
- The total living space: this component is related to establish a balance between work life and other employees' sectors including leisure time, education and family life. Create a more direct dependence of work on the total living space through establishing the concept of a balance between employees' time in workplace and his time for the family could highly create a balance between the person's work and life. Also, determination of job

description, as well as its holding conditions will have a good effect on employees' morale and delineating the path of job promotion.

- Integration and cohesion of the organization of work: This includes eliminating the value of retaining originality of individuals' interests in the organization and encouraging forming social teams and groups. The lack of prejudice towards race and gender and create a sense of being social in the organization and people's freedom to express their ideas and feelings in the form of trade associations and create the field of intellectual and practical participation of workers in imposing rules and regulation are issues that contribute to provide the organizational integration.
- Development of human capabilities: it refers to provision of opportunities such as using the independence and self-control at work, taking advantage of a variety of skills, accessing to information in accordance with the work and planning for the employees. The variable aims to create opportunities to gain skills and trainings, while creating the condition of personnel coordinating with the missions, goals, programs and strategies of the organization in order to meet the needs of individuals and organizations<sup>12</sup>.

### **Organizational commitment**

Organizational commitment was defined, for the first time, in 1956 by Whyte as follows: "...white collar employees in large organizations live their lives dominated by the company life and their commitment. A man of organization not only works for the organization, but he also commits himself to the organization, and feels as if he belongs to it" (Whyte, 1956:143). After Whyte, starting with Porter, many researchers studied organizational commitment namely Mowday<sup>4</sup>, Steers, Becker, Allen, and Meyer. These studies made it an important subject in the area of organizational studies because the term 'organizational commitment' explained the employees' efficiency at workplace as well as their intention and behavior for quitting work particularly since 1960's.

According to Meyer and Allen<sup>8</sup> organization commitment is a broader term which can be classified into three major core conditions such as "Affective Commitment", "Continuance Commitment" and "Normative Commitment".

### **Affective Commitment**

According to Meyer and Allen<sup>8</sup> affective commitment is defined as "the emotional belongingness to their organization". Furthermore, Meyer and Allen<sup>13</sup> conceptualized that affective commitment is employee's "positive feelings of identification with, attachment, and involvement in the work organization." In this context person established strong relationship, emotionally attached and showed strong attachment with the organization. When person is emotionally attached with an institution indicated that person having feelings of sincerity toward organization, follow and accept company role cheerfully and characterized to accomplish goals as set by the organization effectiveness. According to Beck and

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Wilson<sup>14</sup>, affective commitment is an emotional attachment of an employee with his/her

Organization, and significant involvement with the organization principles and standards.

### **Continuance Commitment**

According to Meyer and Allen<sup>8</sup> continuance commitment is characterized as "the cost associated with leaving the organization". In broad spectrum continuance commitment is an investment of the employee to an organization originally defined by Allen and Meyer<sup>13</sup> that person "invested (e.g. time, effort, money) that would be lost to be deemed worthless at some perceived cost to the individual if he or she were to leave the organization. Such investments might include contributions to non-vested pension plans, development of organization specific skills or status, use of organizational benefits such as reduced mortgage rates and so on. The perceived cost of leaving may be exacerbated by a perceived lack of alternatives to replace or make up for the foregone investments"<sup>15</sup>.

### **Normative Commitment**

According to Meyer and Allen<sup>8</sup> normative commitment is viewed as "the feelings of obligation to remain with the employer". Actually, normative commitment is characterized that individual did not leave the organization. In fact, person has to develop the sense of belongingness to stay within the organization. Interestingly, individual showed concerns within the organization because organization has to become a favorite for the employee. When person seeks rewards, facilities, favors and status, he/she shows loyalty, sense of obligation, sincere duty and attachment. Normative commitment is characterized as individual commitment with specific organization with considerable moral, improvement of status as given by organization over years<sup>16</sup>. This commitment leads to stay within the organization longer time, satisfaction with work and perform efficiently<sup>17</sup>.

### **Literature review**

In studies conducted by Gohari<sup>18</sup> the results indicated that the quality of work life as one of the most important issues in the management of human resources of the organizations that has overshadowed all employees' working issues, including workplace conditions, management and development conditions, how to compensate the service and so on.

Snoberi<sup>19</sup> found that all dimensions of the quality of work life based on Walton model have high and significant correlation, indicating that the employees' performance affects the quality of work life and the quality of work life mutually affect the employees' performance

Mohebbifar et al<sup>20</sup> in an article entitled as "The relationship between organizational citizenship behavior and quality of work life of employees of Qazvin medical-treatment hospitals' " concluded that the increase of quality of work life, the employees' productivity and performance can be improved. Also, the strengthening of any dimension of organizational citizenship behavior will influence the other dimension and provide a desirable environment to carry out

duties. Considering the reverse relationship between quality of work life and organizational citizenship behavior, hospitals management has to adopt appropriate policies to put the two organizational elements in line

Hatami et al<sup>21</sup> in a article entitled as " The relationship between quality of work life and organizational commitment and productivity of the employees of Medical Sciences, Jahrom" concluded that The positive correlation between quality of work life and organizational commitment and employee productivity are Jahrom University of Medical Sciences.

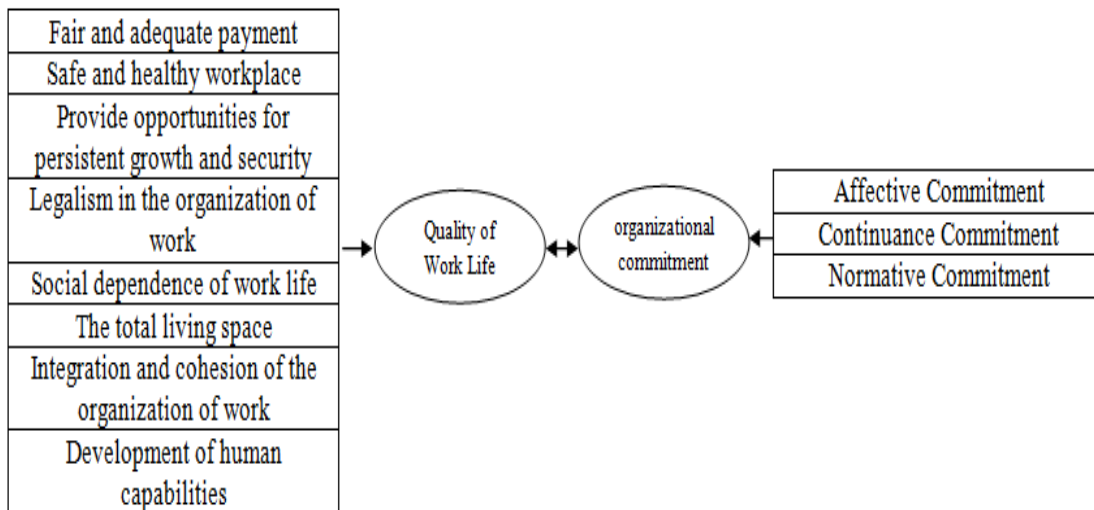
Kamal Zadeh et al<sup>22</sup> in an article called as "Examine the relationship between organizational commitment and quality of work life and happiness" in shiraz city among nurses found that Employee satisfaction leads to increased happiness and quality of working life and can have influence on organizational commitment.

Shahhoseini et al<sup>23</sup> in an article as" The Relationship between Quality of Work Life and Organizational Commitment Female Girly High School Teachers, in District One of the City of Urmia" indicated that between working life and variable organizational commitment Female girly High School Teachers, in a district of the city of Urmia have a meaningful relationship Also the analysis of research was concluded that between employee participation in decision-making, job security, work appreciation and commitment to continuous variables, normative commitment and affective commitment there is a significant positive correlation. And between variables development opportunities, improve the work environment and between variables affective commitment and continuance commitment, there is a positive relationship and between variables occupation, continuous commitment and normative commitment, there is negative relationship and with affective commitment, there is positive relationship and between variables development opportunities, improve the work environment and normative commitment, there is negative relationship.

### **Conceptual model of research**

According to the theoretical concepts of research and research literature, conceptual model of research has been designed using the model of quality of work life (QWLM) by Walton and the model of organizational commitment by Meyer & Allen. In the model (Fig 1), eight dimensions of Walton model with fine dimensions of Meyer & Allen model have been shown that constitute the basis of research questions.

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**Fig 1.** Conceptual model of research

**METHODOLOGY**

This is an applied study in terms of purpose, descriptive in nature and survey in terms of method; it's also a cross-sectional study in terms of collecting data. Time zone of the research is the summer of 2015. The statistical population in this study includes all formal and contractual employees of Education Department of Marivan that has been reported to have 120 employees from which a number of 92 people were selected by Morgan table.

Data required for this study was collected in two ways: 1. Library method: The method has used books, theses, articles and databases for collecting data related to the study literature and history, 2. Field method: In this method, using the questionnaires and its distribution among the statistical sample, required data was collected.

To measure organizational commitment used Meyer & Allen standard questionnaire that has the five-point Likert scale was used (completely disagree to completely agree). The scores given were respectively: 5 to completely agree, 4 to agree, 3 to no idea (neutral), 2 to disagree, and 1 to completely disagree

To measure quality of work life, Richard Walton twenty-six standard questionnaire that has the five-point Likert scale was used (very low to very high). The scores have been given are respectively: 1= very low, 2= low, 3 = moderate, 4 = high, 5 = very high.

Determine the validity of questionnaires, the group of experts' idea was used. For the reliability of study tools, Cronbach's alpha method was used which value was 0.722 for the questionnaire of organizational commitment and 0.836 for the questionnaire of quality of work life, indicating the questionnaire has required reliability (because the value obtained is more than 0.70 the measurement tools reliability is considered acceptable. Using SPSS 17 software, the collected data was



analyzed. The methods of Pearson correlation and linear regression were used to analyze data.

**RESULTS**

To investigate the questions, Pearson correlation and linear regression were used to examine the impact of each variable. As it's presented in Table 1, according to the significance level of 0.000 and variables correlation that's close to 1 indicate there is a direct and positive relationship between the variables of employees' quality of work life and organizational commitment. On the other hand, the relationship is significant at the level of one percent. It should be noted that in this study organizational commitment and quality of work variables have been considered as dependent and independent variables, respectively.

**Table 1.** Pearson correlation between the variables of employees' quality of work life and organizational commitment

<b>The relationship between variables</b>	<b>Mark</b>	<b>N</b>	<b>R</b>	<b>Sig</b>
<b>The first question: the relationship between fair and adequate payment with organizational commitment</b>	X1	92	0.882	0.000
<b>The second question: the relationship between safe and healthy workplace with organizational commitment</b>	X2	92	0.526	0.000
<b>The third question: the relationship between provision of opportunities for persistent growth and security with organizational commitment</b>	X3	92	0.659	0.000
<b>The fourth question: the relationship between legalism in the organization of work with organizational commitment r</b>	X4	92	0.566	0.000
<b>The fifth question: the relationship between social dependence of work life with organizational commitment</b>	X5	92	0.722	0.000
<b>The sixth question: the relationship between total living space with organizational commitment</b>	X6	92	0.635	0.000
<b>The seventh question: the relationship between integration and cohesion in the organization of work with organizational commitment</b>	X7	92	0.712	0.000
<b>The sixth question: the relationship between developments of human capabilities with organizational commitment</b>	X8	92	0.506	0.000

Also, R Square with the value of 0.728 and F with the value of 1223.120 value and significance level (Sig) 0.000 indicates that 0.728 of the variance by the predictive variable is significantly explained or standardized coefficient R, with the value of 0.722 shows the effective role of independent variable in predicting a regression equation, moreover, the mark values in table 2 reflects the quality of work life variables in a regression equation, and to know which variable of quality

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of work life s has the greatest effect on employee organizational commitment , as well.

**Table 2.** Linear regression between the variables of employees' quality of work life and organizational commitment

R Square	F	Sig	R
0.728	1223.120	0.000	0.722
<b>Y= organizational commitment</b>		<b>X= variables of employees' quality of work life</b>	
<b>Y=-.011 +.255 X1+.068X2+ .169 X3+.122X4+.224X5+.155X6+.206X7+053X8</b>			

To know quality of work life has the highest effect on organizational commitment, Friedman test is

Ranked and the results are shown in Table 3.

**Table 3.** Ranking of the variables of quality of work life in terms of employees

Rank	Variables	Average ranking	
1	fair and adequate payment	5.16	
2	social dependence of work life	4.92	
3	integration and cohesion in the organization of work	4.66	
4	providing opportunities for persistent growth and security	4.23	
5	total living space	4.39	
6	legalism in the organization of work	4.12	
7	safe and healthy workplace	3.99	
8	developments of human capabilities	3.97	
<b>N =92</b>	<b>DF = 7</b>	<b>Chi- Square= 10.321</b>	<b>Sig = 0.203</b>

As it is shown in Table 3, according to the value of 0.203 of significance level (Sig) that is more five percent of alpha error level and Chi-square statistic of 10.321with 7 degrees of freedom it shows that there is no dramatic difference between the variables in terms of employees and all of items are important in terms of employees and leads to create organizational commitment but due to the specific level of average ranking and its values, it is clear that the fair and adequate Payment , social dependence of work life, integration and cohesion in the organization of work, providing opportunities for persistent growth and security, total living space, legalism in the organization of work, safe and healthy workplace, developments of human capabilities respectively have had the greatest effect on organizational commitment . Also in table 4 ranking in variable organizational commitment was shown.

**Table 4.** Ranking of the variables of organizational commitment in terms of employees

Rank	Variables	Average ranking	
1	Affective Commitment	3.90	
2	Normative Commitment	3.88	
3	Continuance Commitment	3.83	
<b>N =92</b>	<b>DF= 2</b>	<b>Chi- Square= 6.33</b>	<b>Sig = 0.089</b>

As it is shown in Table 4, according to the value of 0.089 of significance level (Sig) that is more five percent of alpha error level and Chi-square statistic of 6.331 with 2 degrees of freedom it shows that there is no dramatic difference between the variables in terms of employees. As Table 4 shows quality of work life impacted on dimension of organization commitment 1- Affective Commitment, 2- Normative Commitment, 3- Continuance Commitment respectively.

## **CONCLUSION**

The commitment of the employees in the organization is one of the most important issues in organizational productivity. So check and identify the factors that can help staff commitment is essential. One of the important factors that could cause staff commitment is quality of working life of employees. Therefore, this study examined the relationship between quality of work life and organizational commitment. In this study, the relationship eight dimensions of Walton quality of work life were evaluated with three dimensions of organizational commitment of Allen & Meyer. The results showed eight dimensions of quality of work life and organizational commitment is a meaningful positive relationship. Also results showed that fair and adequate payment and social dependence of work life were the most important factors as well as safe and healthy workplace and developments of human capabilities were the least factors of organizational commitment of employees. In addition, the results indicated that quality of work life had the greatest impact on employees' Affective, Normative and Continuance Commitment. It is suggested managers to increase employee commitment of organization use dimensions of quality of work life in organization plans.

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